

HOW TO READ THE BUDGET

Volume 1 contains information on General Fund agencies. An agency accounts for a specific activity that a government performs. For example, the Police Department, a General Fund agency, performs public safety functions for Fairfax County citizens.

The main source of information in Volume 1 is called a narrative. Each agency will have its own narrative that contains programming and budgetary information. The narrative will have several components including:

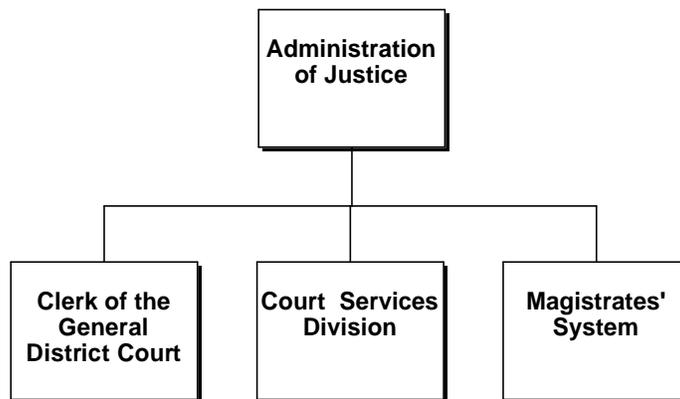
- Organization Chart
- Agency Position Summary and Position Detail
- Agency Mission, Summary Table, and Summary by Cost Center Table
- Board of Supervisors' Adjustments
- Agency Purpose, Key Accomplishments, FY 2004 Initiatives, FY 2004 Budget Reductions, and Performance Measurement Results
- Funding Adjustments
- Cost Center-Specific Goals, Objectives and Performance Indicators

Not all narratives will contain each of these components, but rather only those which are applicable. A brief example of each section within a hypothetical narrative follows.

Organization Chart:

The organization chart displays the organizational structure of each agency. The Agency Position Summary and Position Detail information, as they correspond to the organization chart, will immediately follow the pictorial organization chart. The position detail information is found on the page following the pictorial organization chart.

GENERAL DISTRICT COURT



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Agency Position Summary

7 Regular Positions (1) / 6.5 Staff Years (1.0)

Total positions may include Regular, Grant, Exempt and/or State positions.

Indicates whether positions have been authorized as full time or part time. A value less than the number of positions, e.g., 6.5, would indicate that one or more positions are authorized for less than full time.

Position Detail Information

Director's Office

1	Director
1	Administrative Aide, PT
<u>1</u>	Secretary II
3	Positions
2.5	Staff Years

This indicator denotes the corresponding position status for positions other than Regular, e.g., PT – Part Time; G – Grant; C – Contract; E - Exempt; T – Transfer.

Project Management

1	Programmer IV
2	Engineers III (1)
<u>1</u>	Surveyor II
4	Positions (1)
4.0	Staff Years (1.0)

The parentheses reflect either the establishment of a new position (1) or the abolishment of a position (-1). This modification is also reflected in the above Agency Position Summary table.

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Agency Mission, Summary Table, and Summary by Cost Center Table:

The next section of the narrative is the Agency Mission, a broad statement reflecting intended accomplishments for achievement of the agency's public purpose. It describes the unique contribution of the organization to the County government and/or citizens receiving services and provides a framework within which an agency operates. The Summary Table summarizes the agency's positions, expenditures less recovered costs, and income/revenue (if applicable). If an agency has multiple cost centers, this section will also contain a Summary by Cost Center table that summarizes expenditures. A cost center is a group of individual line items or expenditure categories within a program unit developed to meet specific goals and objectives.

In the example below, Agency 57, Department of Tax Administration, is divided into four different cost centers to account for its activities: Department Supervision, Real Estate Division, Personal Property and Business License Division, and Revenue Collection Division. Each cost center has its own goal, summary table, objectives, and performance indicators later in the narrative.

Agency Mission					
To assess, levy and collect all real and tangible personal property, business license, and other miscellaneous taxes according to State statutes and County ordinances; to ensure the assessments are uniform and equitable so that each property owner carries his or her fair share of the tax burden; to maintain current collection rates and ensure all delinquent taxes are collected; to ensure that all firms and individuals engaged in business activities are properly licensed; to administer tax relief programs in a manner that ensures all eligible residents receive proper benefits; to properly administer the State Income Tax and other State and County programs as required; and to ensure that all departmental programs are administered with the highest quality of customer service.					
Agency Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	327/327	321/321	325/325	312/312	309/309
Expenditures:					
Personnel Services	\$14,609,180	\$15,583,780	\$15,582,251	\$15,561,420	\$15,321,318
Operating Expenses	4,184,287	4,349,187	4,569,278	4,505,515	4,606,103
Capital Equipment	176,399	0	12,908	0	0
Subtotal	\$18,969,866	\$19,932,967	\$20,164,437	\$20,066,935	\$19,927,421
Less:					
Recovered Costs	(\$612)	(\$1,529)	\$0	\$0	\$0
Total Expenditures	\$18,969,254	\$19,931,438	\$20,164,437	\$20,066,935	\$19,927,421
Income:					
State Reimbursement	\$58,891	\$60,526	\$60,526	\$58,953	\$58,953
Land Use Assessment Application Fee	327	600	600	600	600
State Shared Retirement	2,035,606	2,011,851	1,956,766	1,905,890	1,905,890
Total Income	\$2,094,824	\$2,072,977	\$2,017,892	\$1,965,443	\$1,965,443
Net Cost to the County	\$16,874,430	\$17,858,461	\$18,146,545	\$18,101,492	\$17,961,978

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Summary by Cost Center					
Cost Center	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Department Supervision	\$1,516,686	\$1,362,679	\$1,516,028	\$1,355,501	\$1,301,153
Real Estate Division	5,397,613	5,928,699	5,938,699	6,145,000	6,100,781
Personal Property/Business License Div.	5,328,649	5,651,829	5,651,829	5,380,176	5,339,450
Revenue Collection Division	6,726,306	6,988,231	7,057,881	7,186,258	7,186,037
Total Expenditures	\$18,969,254	\$19,931,438	\$20,164,437	\$20,066,935	\$19,927,421

It is important to note that expenditures are summarized in three categories. *Personnel Services* consist of expenditure categories including regular pay, shift differential, limited and part-time salaries, and overtime pay. *Operating Expenses* are the day-to-day expenses involved in the administration of the agency, such as office supplies, printing costs, repair and maintenance for equipment, and utilities. *Capital Equipment* includes items that have a value that exceeds \$5,000 and an expected lifetime of more than one year, such as an automobile or other heavy equipment. In addition, some agencies will also have a fourth expenditure category entitled *Recovered Costs*. Recovered Costs are reimbursements from other County agencies for specific services that have been provided to the agency and are reflected as a negative figure in the agency's budget, thus offsetting expenditures.

Board of Supervisors' Adjustments:

This section summarizes the changes made by the Board of Supervisors to the FY 2004 Advertised Budget Plan and all adjustments to the FY 2003 budget from January 1, 2003 through April 21, 2003. When combined with the information found in the "Funding Adjustments" section, the reader will be able to track the agency's budget, beginning with the FY 2003 Adopted Budget Plan through the adoption of the current-year FY 2004 Adopted Budget Plan.

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2004 Advertised Budget Plan, as approved by the Board of Supervisors on April 28, 2003:

- ◆ A decrease of \$119,023 reflects reduced funding for the Pay for Performance program. Based on the approved 25 percent reduction, the FY 2004 program will result in reductions in the increases employees will receive based on their performance rating, capping employees to a maximum of 5.25 percent. This adjustment leaves in place the Pay for Performance program in preparation for system redesign for FY 2005.
- ◆ Reduction of \$121,079 and 3/3.0 SYE positions in Personnel Services and an increase of \$149,288 in Operating Expenses associated with the outsourcing of parking tickets processing and collecting.
- ◆ A decrease of \$48,700 for PC Replacement charges based on the reduction in the annual contribution for PC replacement by \$100 per PC, from \$500 to \$400.

The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan from January 1, 2003 through April 21, 2003. Included are all adjustments made as part of the FY 2003 Third Quarter Review:

- ◆ The Board of Supervisors made no adjustments to this agency.

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Agency Purpose, Key Accomplishments, FY 2004 Initiatives, FY 2004 Budget Reductions and Performance Measurement Results:

The following narrative sections are designed to give the reader a more detailed overview of the activities in each agency. Agency 80, Circuit Court and Records, is used as the example below.

Purpose:

This section represents the overall summary of an agency's activities, programs, and services. A short description of the functional areas of interest to citizens should be discussed, focusing on major programmatic activities. If appropriate, historical information of note can be included here.

Key Accomplishments:

In this section agencies should focus on substantive accomplishments that have occurred in the previous 2 to 3 years. This is an opportunity to mention new facilities, grants, programs, and efficiencies that would be of interest to Fairfax County citizens.

FY 2004 Initiatives:

This section is intended to highlight new initiatives, new programs, reorganizations, and other prominent issues that are funded as part of the FY 2004 Adopted Budget Plan. In this section agencies should discuss the Director's vision for the agency and action plans for the upcoming year.

FY 2004 Budget Reductions:

As part of the FY 2004 Advertised Budget Plan, the County Executive proposed budget reductions to most General Fund agencies. The FY 2004 Budget Reductions section is intended to summarize the reductions and provide a brief synopsis of the impact the reduction may have on agency operations, or its ability to provide services.

Performance Measurement Results:

This section should include a discussion/ analysis of how the agency's Performance Measures relate to the provision of activities, programs, and services stated in the Agency Mission. The results of current performance measures are discussed, as well as action plans for future-year improvement of performance targets.

CIRCUIT COURT AND RECORDS

Purpose

The Circuit Court has jurisdiction in Criminal and Civil cases and provides appellate authority in which an appeal may be taken from a lower tribunal. Criminal cases involve a possible sentence to the State Penitentiary and misdemeanor appeals. Civil jurisdiction provides for adoptions, divorces, and controversies where the claim exceeds \$15,000. Civil public service includes proper issuance of marriage licenses, processing passports and notary commissions, probating wills, recording business certification of any trade names, and collection of recordation taxes as well as providing true copies of documents that are of record in this office. All land recording transactions and judgments are docketed and made available for public viewing.

Key Accomplishments

- ♦ Resolved 96.4 percent of the felony cases within 120 days, exceeding the recommended number of cases to be disposed of in the 120 days timeframe by 6.5 percent.
- ♦ Continued the Neutral Case Evaluation Program with a grant from the Supreme Court and local attorneys donating their time. This program maintains a high standard in settling 92 percent of law cases referred to the program without going to trial.
- ♦ Established a central office for foreign language interpreters to provide better access to the public and to provide additional services to the courts.
- ♦ Initiated electronic filing of Certificates of Satisfaction in Land Records through a pilot program with Fannie Mae, Navy Federal Credit Union, and respective contractors. To date approximately 3,100 certificates have been recorded electronically.
- ♦ A grant funded by the State Justice Institute allowed a pilot program to e-file civil documents. Three Continuing Legal Education (CLE's) seminars were held by the Bar Association with all three holding a 'sell out' audience. One hundred and twenty attorneys registered to participate in the pilot enabling them to move their documents faster and at a lesser cost. The pilot ended January 1, 2002. Electronic filing on the civil side will be incorporated into the new case management system.

FY 2004 Initiatives

- ♦ Electronic filing will be expanded in Land Records with a goal of recording 7,000 Certificates of Satisfaction and Trust Assignments electronically next year.
- ♦ Implement an improved case management system throughout the court with an on-line scheduling of the master docket.
- ♦ To develop programs to enhance the quality of the foreign language interpreters in the courts. These programs will include a more detailed application process, continuing education programs for current interpreters, and an orientation program for new interpreters.
- ♦ Implement Internet access for answering the 45,000 jury questionnaires that are sent to the community each year. Our initial projection is that 50 percent would be answered on-line. This form will then interact with the 'Jury +' system and data will be downloaded, eliminating the need for a clerk to manually enter the information into the system. These questionnaires initiate many individual questions and the availability to address them on-line will be an added public service.

FY 2004 Budget Reductions

As part of the FY 2004 Advertised Budget Plan, reductions totaling \$457,194 are proposed by the County Executive for this agency. These reductions include:

- ♦ Reduction of \$253,873, including \$139,097 in exempt limited-term funding, \$70,661 in temporary clerical services, and \$44,115 in overtime, in the agency's Land Records section. This will necessitate a change in policy of accepting over-the-counter documents by advancing the time from 3:00 pm to 1:00 pm in order to record documents by the close of business. There will be delays in mailing documents back to customers, backlogs in verification systems, and will extend the processing time of documents received by mail from 30 days to 60 days.
- ♦ Reduction of \$126,301 in Personnel Services by managing salary vacancies will eliminate any flexibility the agency might have to deal with the increasing volume of recordations and will render the agency unable to deal with backlogs in documents that have been filed with the Court.
- ♦ Reduction of \$44,000 in Operating Expenses will eliminate flexibility in providing for the needs of agency and Courtroom operations.
- ♦ Reduction of \$23,925 by decreasing the salaries of Law Clerks may lead to the Court being unable to compete for the highest level employees, as the salaries will be less than the Courts in neighboring jurisdictions.
- ♦ Reduction of \$9,095 in staff training may impact staff's ability to continue to perform at high levels leading to possible increased time to accomplish tasks and potential delays in service to the public.

Performance Measurement Results

Analysis of specific areas of performance of this agency indicates that a high level of service to the public exists. Goals have been met with the timely conclusion of cases. Utilization of 106 percent of the jurors that are called in each day to perform their civic duty has been maintained. Remote public access of land records has increased the flow of information between agencies and has expanded the availability of this information to the public. Recorded documents are immediately available for viewing with the final phase of CARS (Court Automated Recording System).

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Funding Adjustments

The following funding adjustments from the FY 2003 Revised Budget Plan are necessary to support the FY 2004 program:

- ♦ A net increase of \$64,417 in Personnel Services including \$397,855 associated with salary adjustments necessary to support the County's compensation program partially offset by a decrease of \$333,438 in reductions recommended by the County Executive.
- ♦ A decrease of \$273,871 in Operating Expenses including \$125,369 primarily due to one-time expenditures as part of the *FY 2002 Carryover Review*, \$123,756 in reductions recommended by the County Executive, and reductions of \$24,746 for adjustments to Information Technology charges, PC replacement charges, and Department of Vehicle Services charges.

The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan since passage of the *FY 2003 Adopted Budget Plan*. Included are all adjustments made as part of the *FY 2002 Carryover Review* and all other approved changes through December 31, 2002:

- ♦ Encumbered carryover of \$134,765 including \$125,369 in Operating Expenses and \$9,396 for Capital Equipment.

Funding Adjustments:

This section summarizes the changes that have been made to the current year's (FY 2003) Revised Budget Plan in order to support the FY 2004 budget. The Funding Adjustments section also lists the adjustments made to the FY 2003 budget during the *FY 2002 Carryover Review* and all other changes through December 31, 2002.

Cost Center- Specific Goals, Objectives, and Performance Indicators:

Since the FY 1999 Advertised Budget Plan, an intensive effort has been made to redirect focus toward a balanced picture of performance and away from an almost exclusive focus on outputs. This effort continues as part of the FY 2004 Adopted Budget Plan. The first step is to ensure that agency mission and cost center goals are in alignment, as well as aligned with the objectives associated with each cost center.

Second, a family of measures consisting of four types of indicators is linked to each objective to track progress toward meeting those objectives. **Goals** are broad statements of purpose, generally indicating what service or product is provided, for whom, and why. **Objectives** are outcome-based statements of specifically what will be accomplished during the budget year. Ideally, these objectives should support the goal statement, reflect planned benefit(s) to customers, be written to allow measurement of progress and describe a quantifiable target. **Indicators** are the first-level data for reporting performance on those objectives.

The concept of a **Family of Measures** encompasses the following types of indicators and serves as the structure for a Performance Measurement model that presents a comprehensive picture of program performance as opposed to a single-focus orientation.

- **Input:** Value of resources used to produce an output.
- **Output:** Quantity or number of units produced.
- **Efficiency:** Inputs used per unit of output.
- **Service Quality:** Degree to which customers are satisfied with a program, or the accuracy or timeliness with which the product/service is provided.
- **Outcome:** Qualitative consequences associated with a program.

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The idea behind a **Family of Measures** is to provide an overall view of a program so that factors such as cost can be balanced with customer satisfaction and the outcome ultimately achieved. This concept has represented one of the most difficult challenges and reflects one of many significant changes in the budget document in recent years. Since this is the sixth year of the effort, in most cases actual data is available going back as far as FY 1998. However, it should be noted that performance measurement is an iterative process and as managers continue to learn and improve their programs, ongoing refinement of measures can be expected. An example follows:



Courtroom Operations

Goal

To provide full administrative and clerical support in order to accomplish the appropriate and prompt resolution of all cases and jury functions referred to the 19th Judicial Circuit.

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	42/42	42/42	42/42	42/42	42/42
Total Expenditures	\$1,850,869	\$2,002,043	\$1,957,043	\$1,977,277	\$1,963,795

Objectives

- ◆ To efficiently process County residents serving as jurors to maintain the daily rate of utilization at no less than 100 percent, in order to minimize the impact on the personal and professional lives of the residents of Fairfax County who are called upon to perform their civic duty.

Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
Output:					
Average number of residents called each day for jury selection	95.0	83.0	90.0 / 88.5	90.0	90.0
Efficiency:					
Cost per resident called for jury selection	\$39.71	\$43.24	\$42.70 / \$40.60	\$40.96	\$41.33
Service Quality:					
Percent jury utilization (1)	115%	110%	113% / 106%	106%	106%
Outcome:					
Percentage point change in juror utilization rate	0	5	2 / 7	0	0

(1) The high rate of utilization is due to residents being sent for more than one jury selection per day.